Small Business Administration

Business Gateway

Segment Architecture Roadmap

February 2008

Version 1.0

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NOTE TABLE 1, TABLE 2, AND TABLE 3 HAVE BEEN REDACTED FOR PUBLICATION

1 Introduction

The segment architecture process for Business Gateway has followed a defined three step process. First, the current state was analyzed and documented. Then, Business Gateway's target state architecture was defined, based on improvement opportunities identified in the current state, newly defined Guiding Principles, and the principles of the SBA enterprise architecture. Finally, the Business Gateway Roadmap is the third deliverable for this iteration of the Business Gateway Segment Architecture. The roadmap describes the Business Gateway transition strategy to achieve the target state architecture and identifies initiatives needed to fulfill the program vision. It identifies the individual work tracks required to achieve the target architecture and the order in which they should be executed. The high priority business opportunities previously identified in the Business Gateway Target Architecture v.1 were grouped into logical initiatives, each of which may list one or more projects. The mapping of initiatives to the opportunities they address is in Appendix A: Mapping of Business Opportunities to Initiatives.

Business Gateway is reaching a steady state, without major DME investments required for the next several years, unless forced strategic or technical changes. However, in order to continue to improve performance and meet its targets, Business Gateway must continue to evolve, adding content and functionality to meet user needs. Furthermore, Business Gateway anticipates a significant decrease in funding over the next three to five years. This decrease will force a reduction in the current level of contractor support that Business Gateway now enjoys. To prepare for this reality, the program is working to make operational decisions now that will allow it to continue to provide a high level of service even in a reduced funding environment. At the same time, SBA needs to begin preparations to ensure that OCIO can support the needs of Business Gateway when contractor support diminishes. This includes both having enough support resources, and the proper resources adequately trained in the technologies used by Business Gateway.

The initiatives that have been identified as crucial to Business Gateway's continued performance improvement include:

- ***Federated Content Management –*** The new focus for Business.gov is to become a "destination site," whereby visitors will get more useful information and context from within Business.gov itself. To support this goal, this initiative would, over multiple phases, implement currently planned functionality and enhancements to the content management system and processes. This initiative would automate some currently manual processes, improve the ability for third party partners (such as other government agencies, trade associations, not-for-profits, for profit partners and other experts) to contribute content in a federated manner, fostering partnerships, strengthening content offerings, and ultimately attracting more users and saving those users time.
- ***Content Capability Enhancement –*** To further promote the vision of being a "destination site," Business Gateway will increase its content management capabilities to enable new areas of content and to introduce new value-added content features to the web site. This initiative will realize opportunities such as cataloging online training content and expanding content scope to include topics of interest to business customers beyond business compliance.
- ***Social Collaboration –*** This initiative would exploit Web 2.0 social collaboration technologies and a network of partner experts to build find new ways to engage third party partners and customers to collaboratively discover, organize and disseminate business and compliance knowledge.

- ***Usability Enhancements -*** This management philosophy, or ongoing and continual initiative, will enhance the user experience at Business.gov to more effectively interface with the customer and better meet customer expectations. The Business.gov web interface will be aware of the context of the customer visit, intuitively present relevant and accurate information, and create a rewarding experience to maximize user value and encourage repeat visits. It will also make the site available to a wider audience through Spanish translation.

There are three additional potential initiatives, pending the outcomes of alternatives analysis that Business Gateway will conduct in the following areas:

- ***Forms.gov Integration*** - There are multiple alternatives for how Forms.gov could be handled in the future, dependent on both OMB and GSA direction and agreement. The possibility of consolidating Business.gov and Forms.gov could improve information delivery to business users and could reduce costs through consolidation to a common platform and re-using/sharing hardware and software infrastructure, support staff, and business processes.
- ***Content Management System Migration*** – Business Gateway uses Alfresco for content management. Oracle UCM is the SBA enterprise standard for content management. There are valid business and technical justifications for the choice of Alfresco. However, when Business Gateway's Alfresco support contract expires in three years, the program will need to re-evaluate which content management tool is the best fit. In that time, the SBA EA may also have changed and evolved.
- ***Hosting*** – While Business Gateway is currently hosted with the SBA data center, the program will re-evaluate that decision after SBA completes its data center strategy. This may result in an initiative to migrate to external hosting.

Each initiative includes multiple work tracks that can be grouped together to form releases.

The Roadmap also includes:

- Prioritized sequencing of these business change initiatives
- High level five-year plan and schedule
- Business justification for the proposed initiatives
- Mapping of initiatives to the opportunities previously identified and performance metrics they address

Note that the segment architecture for Business Gateway should be a dynamic and living document. The Business Gateway segment architecture should be updated as business needs, technology advancements, and mandated changes to rules and regulation are required. It is the first strategic step to enable Business Gateway to enhance and support decision making during the identification, development and implementation of business and IT improvement initiatives. It will be used as the cornerstone of Business Gateway's IT planning, and provide guidance for ongoing governance and capital planning processes.

2 Current State and Target State Architecture Gap Analysis

The target state architecture describes future business needs, the data required to support future business capabilities, the services required to manage data and automate business processes, and the technologies that will provide the infrastructure for high performance business applications, data management, and communications.

This section describes the gaps between the Business Gateway target state architecture relative to the current state architecture for the performance, business, service components, and data architecture layers. The architectural recommendations describe the transition plan from the current state to the target state and form the basis of the initiatives described in the following sections.

2.1 Performance Architecture

The performance architecture of an organization discusses the "why" behind an organization. It attempts to convey the purpose of an organization, what its ambitions are, and how it defines success. Towards this end, Business Gateway has a defined mission and has tied back to the SBA's Long Term Objectives. Business Gateway has an existing set of performance metrics tracked and reported upon by the program. These metrics are reflected in the program's annual Exhibit 300 and in the SBA performance budget.

The Business Gateway has developed its focus over the past few years and has reached a level of maturity regarding its purpose. As a result, any gap between its current performance architecture and target performance architecture does not represent significant changes in direction but rather an elaboration of an already mature purpose and vision. We discuss the elaboration in performance architecture through looking at its mission, its goals and objectives, and its performance metrics.

2.1.1 Mission

The Business Gateway plans on reviewing its mission during Q2 of FY 2008. Modifications will likely work to ensure that the mission reflects the true value of the program, elucidating the ways in which Business Gateway is salient to the top priority goals and objectives of the SBA.

2.1.2 Goals and Objectives

An updated SBA Agency Strategic Plan has been released that modifies the agency's goals and objectives, the directives from which Business Gateway's own goals and objectives inherit. As a result, Business Gateway must update its goals and objectives. The following items highlight the material changes made to Business Gateway goals and objectives:

- Similar program goals and objectives focusing on helping businesses through providing regulatory content were consolidated into a single content goal. Objectives aim to promote successful production and consumption of content. Production objectives focus on the two primary sources of content – harvesting and production by partners. Consumption objectives focus on the two primary success factors related to delivering content – reducing time spent by customers seeking regulatory compliance and meeting customer expectations.
- A new goal regarding the promotion of Government and business collaboration was added in recognition of the program's strategy of using collaboration as a means of assisting with regulatory burden. The first objective promotes Business Gateway's collaborative role as a face of Government to businesses, and the second objective promotes collaboration among third party partners to reduce burden on end users.

- The existing goal focusing on improving site usage was tweaked to provide greater clarity on how usage is defined by Business Gateway and how Business Gateway works to increase usage. Objectives clarify usage to include breadth of usage across businesses as well as depth of usage by individual businesses. Objectives that aim to promote the increase of usage are directed at increasing awareness, utilizing marketing and outreach channels, and increasing customer satisfaction.

These updated goals and objectives have been outlined in detail in the Business Gateway Target Segment Architecture v1.0 document.

2.1.3 Performance Measures

The SBA Administrator has emphasized the need for updated metrics that focus on operational measures and performance. While Business Gateway will not be changing its externally reported metrics, which were developed and refined over several years, the program has added several internal performance metrics to track its own operational performance. Some metrics have been identified for the future as initiatives are implemented. The updated internal metrics and measures have been added to reflect the focus on operational and management measures within the control of Business Gateway.

A number of these internal metrics and measures are useful in guiding Business Gateway through its continued maturation as a program. As investments in DME decrease and the program's contractor staff diminishes, the program will strengthen its relationships with third paty partners to become sources of content. This strategy is embodied in tracking measures such as the number of organizations forming relationships with Business Gateway, percent of organizations providing content, and number of pages provided by third party partners. In addition, metrics relating to collaboration and utilizing content / services through alternate channels are intended to be future measures, implemented as target state features become active. The updated performance metrics and measures are detailed in the Business Gateway Target Segment Architectures document.

2.2 Business Architecture

2.2.1 Lines of Business

There is no gap in Business Gateway's lines of business. However, Business Gateway plans to increase its usage of collaboration as a means to engaging in these lines of business. Specifically:

- Business Gateway will add collaborative means as a method of executing Business and Industry Development (FEA LOB 011)
- Business Gateway will leverage a collaboration network in executing Knowledge Dissemination (FEA LOB 072).

2.2.2 Business Services

To achieve the intended target state, Business Gateway will need to add a number of new business services that do not exist in the program's current state. These business services enable a number of important opportunities to boost program performance. These business services are numbered in accordance with their enumeration in the Target State Segment Architectures v1.0:

- 3. Partnership Commitment Monitoring: take steps to ensure that partnerships are properly executed and that the desired results are achieved.

- 14. Develop Collaboration Network: towards using collaboration as a means of assisting with regulatory burden, Business Gateway will maintain a collaboration network of third party partners.
- 16. Monitor & Facilitate Online Discussion: the collaboration network will provide value through fostering online discussion. Business Gateway will monitor and facilitate these discussions in accordance with Government policy.
- 18. Communicate Partner Message: as a face of Government to business, the Business Gateway will work to communicate important regulatory information in behalf of constituent agencies, and it will attempt to support other SBA programs in ways aligned with its mission.

In addition, a number of existing business services provided by Business Gateway will need to be augmented in its target state. The augmentation reflects greater effectiveness or efficiency in performing the same service, which works towards increased program performance. These augmented services are numbered in accordance with their enumeration in the Target State Segment Architectures v1.0:

- 2. Partnership Creation: the process for creating partnerships will be streamlined to support a greater number of partnerships and a faster rate of partner recruitment.
- 9. Regulation Changes: the handling of regulation changes will not only result in content changes but also highlighting of important changes.
- 11. Content Outsourcing: the process for outsourcing content creation will be streamlined to make the process easier and faster.
- 17. Customer Service: currently outsourced, this business service may come internal to Business Gateway and may be expanded.
- 19. Forms.Gov Coordination and Integration: the current level of coordination and integration with Forms.Gov may change, depending on the future status of Business Gateway as an E-Gov initiative and the ultimate ownership of Forms.Gov.
- 20. Outreach via Partner Channels: usage of partner channels for outreach will be streamlined to support a greater number of outreach partners. Typically outreach partners will enter into co-marketing arrangements with Business Gateway, and this business service will facilitate the fulfillment of co-marketing obligations.
- 22. Outreach via Conferences & Online Channels: while Business Gateway currently utilizes conferences to perform outreach, it will expand into using online channels as an added way of increasing awareness of Business.gov.

2.3 Service Component Architecture: Gap Analysis

1. Content Management Components

Business Gateway has implemented a Content Management System (CMS) that lets internal content writers author, assemble, review and delivery content. In the target state, syndication management solutions are needed to federate content management so that Business Gateway can manage content from external content feeds. The content management system also needs to have the ability for content to be tagged and aggregated to facilitate search, retrieval and organization.

2. Collaboration Components

In the target state, selected third party partners will need the ability to collaborate with Business Gateway to efficiently create and publish content on Business.gov. Shared

calendars, a publicly accessible document library, and an integrated content management system that provides access to external partners will be needed to support the target state operations.

3. Social Collaboration Components

The information delivery to the customers is currently unidirectional and information exchange with content partners and other business experts is also through meetings and occasionally, through seminars. In the target state, Business Gateway will leverage Web 2.0 technologies to facilitate knowledge dissemination through online discussions, wikis and blogs. Social networking and social tagging will be utilized to connect to other people sharing the same interest to create communities of interest.

4. Customer Initiated Assistance Components:

Current customer service is in the form of email replies to questions submitted from the web site, supported by USAServices.gov. In the target state, customers will be able to use self-service resources to get help with using the site or for getting answers to the most common questions. The website will also include content for Spanish speaking visitors by providing multi-lingual support.

5. Partner Relationship Management Components:

Business Gateway currently has one experimental content relationship with a partner. In the target state partners will play a significant role in creating content for Business.gov. Business Gateway will need a Partner Relationship Management process to manage partner profiles, agreements, interactions, operations and performance tracking.

6. Communication Components:

Business Gateway currently does not have tools that enable real-time communication and has no process for managing on-line communities and special interest groups. In the target state, Business Gateway needs to provide real-time communications with partners in the form of chat and must provide for the administration of online communities and interest groups.

2.4 Data Architecture: Gap Analysis

These items are not truly “gaps” per se, but rather elements that it would be nice for BG to have as it moves forward. They are not “must-haves” to accomplish the BG mission.

1. Customer Feedback

The feedback received from customer surveys and the results from focus groups are not currently saved in a structured data store. In the target state, a data repository needs to be created that will organize the feedback from customers and stakeholders to better conduct customer analytics and research.

2. Partner Profile

In the target state, when there will be a significant number of partners being managed to create content and provide information, feedback, and support, it will be important to create a partner profile database that will store the partner profile, interactions and performance for managing the relationship effectively.

3. Social Collaboration

In the target state, a significant volume of useful information will be found in the social exchanges on blogs, wikis and discussion threads. This data will need to be structured and

indexed to allow analysis and search. Data storage policies will have to be developed in accordance with federal policy on the retention and archiving of data.

2.5 Technical Architecture: Gap Analysis

1. Content Management System

Business Gateway has deployed the Alfresco Content Management System (CMS) which is one of the leading open source solutions in this space. In the target state, Business Gateway will be required to use an enterprise standard content management system. The target state solution for Business Gateway CMS is not yet determined. An alternatives analysis must be conducted, both by Business Gateway and the OCIO, to determine whether the Business Gateway application will be migrated to Oracle UCM or if Alfresco needs to be supported by EA as another enterprise standard.

2. Hosting

The target state solution is currently not defined, pending future decision by the program. Two target state alternatives are being considered: a) Continue to host the Business Gateway application internally in the SBA data center and b) Migrate the applications to an external hosting provider. The scope of investigating hosting alternatives for Business Gateway includes both the core Business.Gov site as well as the Google search appliance, which is currently deployed outside the OCIO network.

3 Business Justification

For each of the seven initiatives identified, a business justification was developed including identification of benefits and estimation of cost. Building the required capabilities will require a total upfront program investment with a rough order of magnitude of $XM - $XM over seven years[1]. The goal is to implement the initiatives defined in the roadmap over a 3-4 year period. It will also require operations and maintenance expenses in the post implementation years. Most of the benefits in the Business Gateway roadmap accrue to the businesses and citizens that use Business.gov rather than directly back to the program or to SBA in the form of cost savings or efficiency gains. As a result, a purely financial analysis does not fully convey the value of Business Gateway's planned initiatives. However, the benefits will show up as improvements against the performance metrics that Business Gateway measures.

Though financial benefits are hard to quantify, they are enhanced by soft benefits such as:

- Support built-in for content partnerships will lead to greater partner capacity as well as increased content contribution from partners. Partner-contributed content will become critical to Business Gateway, as the levels of internal content management staff decrease over time.
- New content areas will provide customers with content that better meets their needs and expectations. Content tailored to their specific need that includes specialized compliance guides as well as general business interest will increase customer satisfaction.
- New content features are designed specifically to reduce the amount of time customers spend dealing with regulatory burden. Training, simple language context, and access to latest regulations make compliance information more accessible to businesses.
- Social collaboration features added will allow Business Gateway to expand its community, allowing the knowledge and experience of small business members themselves to be an asset to other small businesses looking for assistance in handling their regulatory burden.
- Business.gov will leverage syndication to provide access to its content through alternate channels. Customers will be able to subscribe to content, and other web sites will be able to reference Business.gov content, increasing the visibility and usage of Business.gov
- Usability enhancements to Business.gov will present information in a format and language that is better comprehended by the target customers

Each initiative was modeled to determine a total cost of ownership, including government employee cost, cost of hardware and software, and contractor costs. Estimates were based on current SBA figures and industry benchmarks.

1 The rough order of magnitude estimate is for fixed costs. Recurring operational costs are estimated separately

TABLE 1: INITIATIVE COST BREAKDOWN (FY2008 - FY2014)

Initiative	Internal Labor	Contractor	Software	Hardware	Yearly Maintenance	Total Cost
Federated Content Management						
Content Enhancements						
Usability Enhancement						
Social Collaboration						
Forms.Gov Integration						
CMS Migration						
Hosting Migration						

**Only migration costs. Does not include data center costs*

TABLE 2: PROJECTED COST BREAKDOWN BY YEAR

Figure in Million $	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Implementation Cost							
Maintenance Cost							
Total Cost ***(Implementation + Maintenance)***							

As with any financial projections, several assumptions had to be made to arrive at figures. A summary of those assumptions is below.

TABLE 3: FINANCIAL MODEL ASSUMPTIONS

Category	Assumption	Comments	Source
FTE Costs			

Category	Assumption	Comments	Source
(Internal)			
FTE Costs (External)			
Soft Benefits			
Length of Time			

4 Sequencing Plan

We applied a systematic approach to rationalizing potential initiatives and sequencing the final list into a realistic plan based on benefits / value, priorities, dependencies, execution constraints, and risk-adjusted pace of execution. The sequenced initiatives plan is a strategic plan that is used to execute the projects in order to deliver business benefit over time. The initiatives that are identified are sequenced for implementation based upon following considerations:

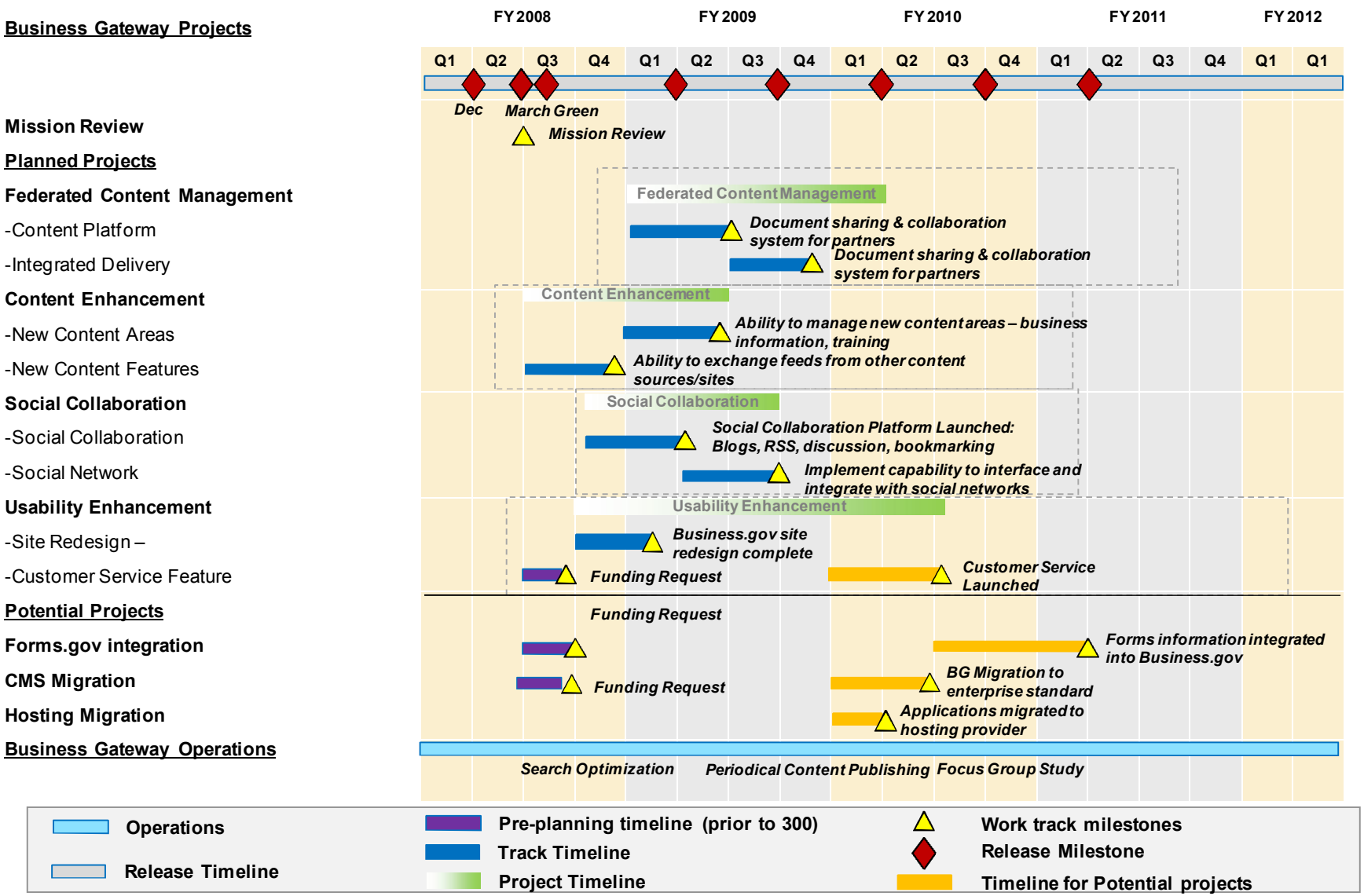
- **Business imperatives** such as declared business milestones, agency strategic plan etc.
- **Resource dependencies** on specific type of resources, both labor and financial, needed to execute projects.
- **In-flight and planned investments** such as implementation of the Alfresco content management system and ongoing usability enhancements.
- **Dependencies** between projects such as technical dependencies.

The sequencing plan in Figure 1: Sequenced Initiatives includes overall timelines and intermediate milestones. Each initiative is then further broken down into work tracks along with associated timelines and milestones. The sequencing plan will be used by Business Gateway in budgeting and planning its activities for next three to five years. It will enable Business Gateway to stay focused on achieving its target state and to dedicate resources accordingly.

Assumptions

1. Business Gateway has approved funds available for the projects in FY 2008.
2. Business Gateway has projects planned until March 2008 and therefore the initiatives proposed in this plan will start beyond March 2008
3. Project release milestone are currently placed at the end of Q1 and Q3. These milestones serve as placeholders and further release planning is required to determine the actual dates

FIGURE 1: SEQUENCED INITIATIVES



5 Initiative #1: Federated Content Management

5.1 Concept Summary

5.1.1 Background

In its current state, Business.gov has relied heavily on contracted internal content management staff for the majority of its content authoring. As the program matures and contracting staff decreases, the organization will broaden its content authoring base to include SBA employees and select third-party partners.

To support greater partner contribution, Business Gateway has taken steps to improve its abilities to manage content on Business.gov. Investments have been made in adopting the Alfresco content management system to allow content managers to update the web site without requiring technical resources or oversight. Further investment to implement federated content management, whereby partners can easily participate in content development, will enable Business Gateway to achieve its target state vision.

5.1.2 Solution Description

This initiative will enhance Business Gateway's content management potential by providing it with the following capabilities:

- Implement collaboration and content management capabilities to enable sharing of content between Business Gateway and third party partners. Support Business Gateway and selected partners to engage in federated authoring, editing, and reviewing of content.
- Implement partner relationship management capabilities to manage partner profiles, interactions, agreements, contributions and performance. This will support partnership establishment and teardown processes and make it easier for Business Gateway to form and execute partnerships.
- New mechanisms for delivering content to users will be implemented to provide users with access to wider sources of content as well as new channels for receiving Business.gov content.
- Use of syndication, search partnerships, and other mechanisms will allow Business.gov content to reach a wider audience through outside channels. Similarly, these mechanisms will allow users of Business.gov to gain access to useful compliance content shared by other sources through Business Gateway.
- Support for partner co-marketing will be included to make executing on partnership agreements easier.

5.2 Benefits

5.2.1 Qualitative Benefits

This initiative provides the program with the following benefits:

- Users will gain access to greater amounts of content and new information.
- Compelling content will provide users with valuable information that will simplify their regulatory burden.
- Distributing Business.gov content through other channels will result in greater visits to this content.

- Support for content partners will lead to greater partner capacity as well as increased contribution from partners.
- Since partners will often be subject matter experts, the quality of content will increase and become more compelling to users.

5.2.2 Financial Benefits

- By having partner organizations providing more content, Business Gateway can rely less on contractor resources for content management purposes. The cost of extra contractor resources is avoided by not having to hire additional content managers.
- Streamlining the partnership process will reduce the burden on Business Gateway staff in creating and executing partnerships, avoiding the cost of extra resources to form partnerships.

5.3 Dependencies and Assumptions

5.3.1 Dependencies

- Contingent on method of implementation, the federated platform for content sharing may depend on current SBA systems in the area of collaboration.
- Integrated content delivery capabilities depend on the underlying federated platform for content sharing to be delivered first.

5.3.2 Assumptions

This initiative makes the following assumptions:

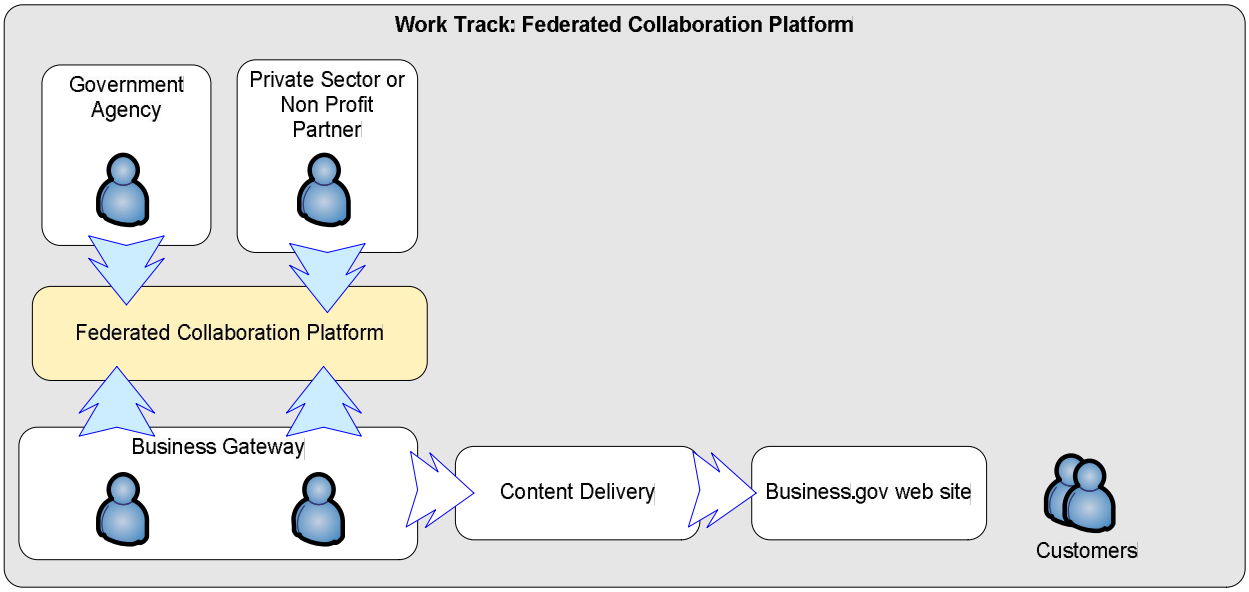
- Business Gateway will be able to leverage technology supporting partnerships to create more partnerships.
- A federated content platform that makes it easier for content to be shared will reduce barriers and promote partners to provide more content.
- Features can be designed into the system to make the fulfillment of co-marketing agreements less burdensome.
- There exists interesting business content on the Internet that would be of value to consumers if syndicated through Business.gov. Similarly, there exists demand from other web sites for interesting content supplied by Business.gov.
- SBA policy can be updated to allow the use of authoring and sharing tools beyond SBA internal users.
- Switching the content management system will raise costs beyond what is modeled

5.4 High Level Implementation Plan

5.4.1 Work Tracks

Work Track: Federated Collaboration Platform

FIGURE 2: FEDERATED COLLABORATION PLATFORM



Collaboration will be enabled between Business Gateway team and the government (federal, state and local), private sector or nonprofit partners. It will enable a team to be created across organizations and share information and resources such as project tasks, calendars, documents and other materials that can be used to create content. The collaboration platform will contain tools to simplify the creation of partnerships, including features to support co-marketing agreements.

Phase 1: Prototype/Pilot

Before embarking on a detailed solution architecture and requirements process, Business Gateway would benefit from testing a small prototype in a pilot situation. By partnering with an association, or another agency with which BG already has a good relationship, BG can determine the level of sophistication and complexity required, and drive the technical requirements based on the findings and outcomes of the pilot.

Phase 2: Planning

- Create the project plan
- Create the solution architecture for federated collaboration implementation

Phase 3: Define

- Identify the types of resources that need to be shared
- Define the security requirements
- Define the process for building the content in a virtual collaborative environment

Phase 4: Implement

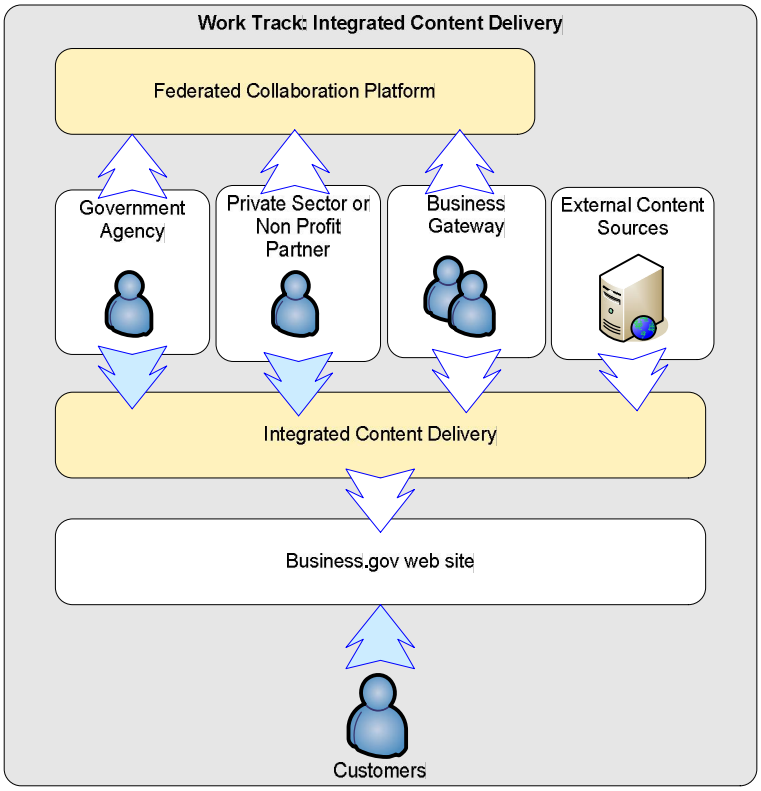
- Implement the federated collaboration platform
- Develop and conduct training with the internal users and external partners
- Implement the security and access control policies

- Solicit partners to join collaboration network. Implement co-marketing agreements

Work Track: Integrated Content Delivery

Content partners will be provided the capability to directly publish content on the Business.gov site. This will allow the partners to create content specific to their locale or industry. The content may be a feature on the web site, blogs and webinars. This will allow content writers to identify topics and issues important to the customers and be able to address the information need and often spur discussions online which are informative to other readers and the government.

FIGURE 3: INTEGRATED CONTENT DELIVERY



Phase 1: Pre-planning

- Project initiation activities
  a. Identify common processes, services and technology
  b. Feasibility study – as above, this should take the form of a prototype and pilot test with a friendly partner
  c. Examination of potential sources of external content for integration into Business.gov
  d. Identify areas of content within Business.gov that other sites would be interested in syndicating
  e. Cost benefit analysis

Phase 2: Planning

- Create project plan
- Create solution architecture for the selection and use of content delivery tools

Phase 3: Define

- Define process to streamline the content management processes across the team and the content partners
- Identify features to be implemented
- Define the manner in which external content will be integrated into Business.gov. Define policies and processes surrounding the integration of external content. Identify sources of external content
- Define policies and processes surrounding the syndication of Business.gov content

Phase 4: Implement

- Implement the collaboration content delivery platform for Business.gov
- Implement security and access control
- Implement new policies and procedures around content integration and syndication. Implement sources of external content within Business.gov

5.4.2 Key Resources

1. Project Manager: Person able to apply business and implementation expertise to drive the project success and get commitment from all internal and external stakeholders
2. Business Process Analysts: Analysts who are familiar with the business and can help write the necessary requirement documents and aid in creating the functional specifications
3. Development Resources: Person(s) able to implement the tools and support systems described in this initiative

5.5 Key Issues and Risks

Risks	Mitigation Strategies
Federal policy and guidance around Internet collaboration is still emerging. Getting policy defined could be a difficult and lengthy process.	Work closely with OMB and the federal CIO Council as they work to define what Web 2.0 means for the federal government and what standard and best practices will be.
SBA Security policies may restrict ability of external partners to use SBA resources such as document server or content management server	Any collaborative servers would need to be hosted in the DMZ. Additional hardware may need to be procured. External hosting of Business.gov and related collaboration tools might also minimize risk to SBA
The success of collaboration will be highly dependent on the willingness of the collaborators to contribute and the perceived interest in the topic	Pilot collaborative solutions with a few selected partners before rolling it out to a large number of partners
The nature of partnerships are too partner-specific for there to be any useful tools or support systems;	Spending time with a limited number of partners prior to implementation will help make this

it is difficult to simply use a management system that automatically identifies, registers, and interacts with partners seamlessly	determination before investing

5.6 Cross Reference of the initiative with the opportunity list

#	Opportunity
16	Offer up access to Business.gov content through content and search partnerships, such as USASearch.gov
24	Implement "turnkey partnerships" making it easy for Business.gov to partner with trade associations in creating and maintaining content
4	Create a network of compliance experts across agencies and state & local governments, and utilize network to create regulation guides, blogs, and to post answers to people's questions online
19	Increase the coordination and collaboration with other offices within the SBA, such as OED, OCPL, etc
20	Promote collaboration and coordination with cross-agency stakeholders even as BG gets subsumed by the SBA

6 Initiative #2: Content Capability Enhancements

6.1 Concept Summary

6.1.1 Background

Business Gateway is in the midst of a content management transformation. Business.gov had previously focused on providing users with sets of compliance links categorized by industry, function, or other taxonomies. The new focus for Business.gov is to become a "destination site," whereby visitors will get more useful information and context from within Business.gov itself. While still not housing the actual regulations themselves, the vision is to provide users with a greater depth of information than simply a set of possibly applicable links. Business Gateway has a number of investment opportunities to continue on its current trajectory of developing capabilities for enhancing its content.

6.1.2 Solution Description

Investments in content enhancements will provide Business Gateway with new capabilities:

- Providing customers with access to the latest and pending changes in Government regulations.
- Host and catalog sources of online training relevant to compliance or general business interest
- Create simple language guides for complex regulatory content
- Create specific content needs for Business.gov primary constituent groups by segmenting its customer base
- Expand to deliver other types of content beyond compliance content, including new areas of general business interest as identified by customer interest.
- Delivering specialized compliance guides relating to specific regulatory issues that affect large groups of business customers

6.2 Benefits

6.2.1 Qualitative Benefits

- New content areas will provide customers with content that better meets their needs and expectations. Content tailored to their specific need that includes specialized compliance guides as well as general business interest will increase customer satisfaction.
- New content features are designed specifically to reduce the amount of time customers spend dealing with regulatory burden. Training, simple language content and access to latest regulations make compliance information more accessible to businesses.

6.2.2 Financial Benefits

- Expanding into specialized content areas of specific interest to Business Gateway customers will allow customers' needs to be met with current resources, avoiding the cost of extra content management resources

6.3 Dependencies and Assumptions

6.3.1 Dependencies

- New content features do not depend on any other work tracks

- New Content Areas are best pursued after completing the Federated Platform for Content Sharing work track. The true benefits to making this investment are best realized when partners are able to actively contribute to the new content areas.

6.3.2 Assumptions

- Once support for new content areas has been provided, Business Gateway will be able to continually provide fresh content for these areas.
- Business Gateway will be able to hook into Federal regulations systems in order to easily identify new or upcoming regulation changes.

6.4 High Level Implementation Plan

6.4.1 Work Tracks

Work Track: New Content Features

Features designed to reduce the amount of time that small business customers spend handling regulatory burden will be added to Business.gov. Features will leverage different forms of content, such as online training content and notifications of new or changing regulations, to provide businesses with the information they need to know in order to comply.

Phase 1: Pre-planning

- Use focus group to determine which new content features would be most useful to small business customers.
- Provide mockups of current ideas and solicit group for suggested augmentation and for new ideas

Phase 2: Planning

- Create project plan
- Create solution architecture for the new content features

Phase 3: Define

- Determine what sources of online training to incorporate and how to best integrate this content into the site. Define the interface for updating training content and policy for when and how such updates take place
- Define the way in which Business.gov will display new and potential regulations to customers.
- Define how simple language context can be added to the existing site content to make regulations more understandable. Define how simple language context will be provided for future content.

Phase 4: Implement

- Implement new features into Business.gov
- Incorporate online training content into the site and implement policy for modifying and updating training
- Incorporate simple language context for existing content. Implement policy for maintaining simple language context for current and future regulatory content

Work Track: New Content Areas

Content areas that provide small business customers with salient information expected from Business.gov will be added to the site. Content areas include general business content that go beyond business compliance, specialized compliance guides for topics of greatest importance to customers, and specific content geared towards specific customer segments of Business.gov.

Phase 1: Pre-planning

- Determine useful segmentation mechanisms for understanding the Business.gov customer base. Understand the relative size of these segments and which segments present opportunities for specialized content.
- Use focus groups to determine hypotheses for which content areas could be of greatest salience to small business customers, both within business compliance and outside.

Phase 2: Planning

- Create project plan
- Create solution architecture for the new content areas

Phase 3: Define

- Determine how these new content areas will be incorporated into the site
- Determine if any new content management policies are need to be determined to control how content in these news areas are governed.
- Determine the parameters that characterize content within these areas

Phase 4: Implement

- Implement new content areas into Business.gov
- Implement any new policies for managing content in the new content areas. Train Content Management as necessary regarding the creation of new content for these areas.

6.4.2 Key Resources

1. Project Manager: Person able to apply business and implementation expertise to drive the project success and get commitment from all internal and external stakeholders
2. Marketing Analysts: Person(s) capable of conducting focus groups and market research to determine content scope and focus
3. Content Developers: Person(s) able to create content based on specifications
4. Business Process Analysts: Analysts who are familiar with the business and can help write the necessary requirement documents and aid in creating the functional specifications
5. Development Resources: Person(s) able to implement the tools and support systems described in this initiative.

6.5 Key Issues and Risks

Risks	Mitigation Strategies
The success of new content areas will be highly dependent on the willingness of the collaborators to contribute and the perceived interest in the topic	Pilot collaborative solutions with a few selected partners and areas of content before rolling out the

Risks	Mitigation Strategies
	full set of content areas
Segmenting customers may have mixed results; targeted customers may be pleased, while customers in minority segments may be alienated. Value of segmentation may not be positive	Care should be taken to ensure that customers not directly targeted still find valuable content on Business.gov. Segmentation should not be pursued if its value cannot be justified.

6.6 Cross Reference of the initiative with the opportunity list

#	Opportunity
6	Segment the viewership based on key criteria and categorize / author content specifically for these segments
9	Provide content guides relating to specific regulatory issues that are on the top of mind of BG small business customers
11	Assess content gaps in content on agency web sites in the area of business compliance and general business, and fill these gaps with Business.gov content
1	Maintain a fresh and pertinent set of government contacts for business access
31	Provide users with a list of regulations that have recently changed or that are about to change
7	Host, and catalog external sources of, online training related to business and compliance
10	Expand into new areas of general business content, such as entrepreneurship, eBusiness, or other content areas that emerge
37	Simple Language Context

7 Initiative #3: Social Collaboration

7.1 Concept Summary

7.1.1 Background

As Web 2.0 becomes mainstream and new tools appear that let people collaborate and share information online in ways previously unavailable, Business Gateway will have to evolve as well to meet customer expectations and continue to provide value to users. The content on the Business.gov website is currently created and maintained by only a small team of content authors. In order for Business.gov to increase the customer visits and to make it a compelling information source, it will need to embrace collaboration and Web 2.0. It must expand content on state and local regulations and general business information applicable to small businesses, which can be facilitated by collaboration and collaboration platforms.

To effectively develop content on this expanding scale it becomes important to collaborate with experts within specific industry, regulations and jurisdiction. The content creation process will need to involve active participation from a widely dispersed team that collaborates across geographic boundaries. The real value of the information on Business.gov will be in harnessing the collective knowledge of such a community of experts.

7.1.2 Solution Description

In order to be able to leverage the knowledge products and input from a wide range of experts – including users - the following key capabilities will need to be created

- Implement social collaboration components on the Business.gov site to enable interaction between the customers (small businesses) and the content writers and experts. This will provide a channel for experts to write articles and blogs on interest topics and for small businesses to respond and discuss with others in the business community of interest group.
- Integrate the social collaboration with leading online social networks to extend the ability for small businesses to find other small businesses and government experts in certain jurisdiction or industry vertical. Create a mechanism for Business Gateway to identify, solicit and sign up new participants.
- Host live events, such as discussions with regulators or business leaders online. This will provide an opportunity for the business community to interact with regulators and business leaders in real time that will help them become successful in their business and compliant with regulations.

7.2 Benefits

7.2.1 Qualitative Benefits

- Social Collaboration helps create and nurture connections between people and make the collective knowledge of people in an organization more explicit.
- It promotes a grass-roots approach to creating information and connecting people in a virtual organization where the structure emerges from the interaction between the participants
- Collaboration stimulates multi-disciplinary collaboration that involves exploration, innovation, creativity, discovery, knowledge retention and transfer.

- Business Gateway will be able to expand its community and to ensure that there is a steady supply of contributors with new ideas and information
- Online trainings and live discussion will help transfer information to participants on important business and compliance topics and create awareness and realize the value of the service of Business.gov

7.2.2 Financial Benefits

1. Eliminates the need to hire a large team of content authors to develop the content on Business.gov
2. Reduces the time it takes to conduct research of gather information to build content

7.3 Dependencies and Assumptions

7.3.1 Dependencies

1. Collaborative content creation depends on the availability of content partners
2. The capabilities defined in the Federated Content Management initiative

7.3.2 Assumptions

1. SBA policy can be updated to allow for the described collaboration processes and functionality.

7.4 High Level Implementation Plan

7.4.1 Work Tracks

Work Track: Social Publishing

In this release the content partners will be provided the capability to directly publish content on the Business.gov site. This will allow the partners to write about topics specific to their locale or industry. The content may be featured articles on the web site, blogs and webinars. This will allow content writers to address issues important to the customers and be able to address the information need and often spur discussions online which are informative to other readers and the government.

Phase 1: Pre-planning

- Project initiation activities
  a. Identify common processes, services and technology
  b. Feasibility study
  c. Cost benefit analysis
  d. Alternative analysis: The target state identified three alternative solutions for providing social networking capabilities on Business.gov: a) Use pure-play open-source social collaboration software; b) Use of social collaboration offering from portal and content management vendors and c) Use of social collaboration service providers. Before any social networking capabilities are implemented, Business Gateway must conduct the alternatives analysis to select the best option. That choice will be dependent on the defined Web 2.0 strategy, as well as any policy and guidance coming out of OMB and/or the federal CIO Council

Phase 2: Planning

- Create a Web 2.0 Strategy for Business Gateway
- Create project plan
- Create solution architecture for the selection and use of social collaboration tools

Phase 3: Define

- Define process to streamline the social publishing processes across the team and the content partners
- Identify features to be implemented with the articles, blogs such as content rating, customer responses, moderating, and providing ability to add to social bookmarking sites such as Digg or del.icio.us

Phase 4: Implement

- Implement the collaboration content delivery platform for Business.gov
- Implement security and access control

Work Track: Build and leverage social networks

In this track the Business Gateway team, content partners will be able to leverage social networks to create a community that shares common interests. Social tags will help identify the resources within these networks. The resources could them become candidates for either consuming or producing business and regulatory information that can benefit these communities.

Phase 1: Pre-planning

- Project initiation activities
  a. Identify common processes, services and technology
  b. Feasibility study
  c. Cost benefit analysis
  d. Alternative analysis

Phase 2: Planning

- Create project plan
- Create solution architecture for the selection and use of social networks

Phase 3: Define

- Define criteria for identifying content writers in the community
- Identify outreach opportunities
- Identify social tags and other techniques to navigates social networks to identify topics and communities whose interest align with Business.gov

Phase 4: Implement

- Rollout the process and tools for using the social networks

7.4.2 Key Resources

1. Project Sponsor: Senior business sponsors that have senior level management support to ensure full participation by all the program directors
2. Project Manager: Person able to apply business and implementation expertise to drive the project success and get commitment from all internal and external stakeholders
3. Subject Matter Experts: Person(s) with topical expertise on questions related to functionality, current systems, data sources and interfaces, functional requirements etc.
4. Business Process Analysts: Analysts who are familiar with the business and can help write the necessary requirement documents and aid in creating the functional specifications

7.5 Key Issues and Risks

Risks	Mitigation Strategies
There is no defined federal or SBA policy or guidance around Internet collaboration. Getting policy defined could be a difficult and lengthy process.	• Work closely with OMB and the federal CIO Council as they work to define what Web 2.0 means for the federal government and what standard and best practices will be.
SBA Security policies may restrict ability of external partners to use SBA resources such as document server or content management server	• The servers would need to be hosted in the DMZ. Additional hardware may need to be procured
The success of collaboration will be highly dependent on the willingness of the collaborators to contribute and the perceived interest in the topic	• Pilot with a few selected partners before rolling it out to a large number of partners • Select topics that are of maximum applicability and interest to the small business community

7.6 Cross Reference of the initiative with the opportunity list

No.	Opportunity
1	Maintain a fresh and pertinent set of government contacts for business access
3	Provide a facility for compliance experts to get a sense of the top questions that businesses are asking and to create online responses, similar to About.com
4	Create a network of compliance experts across agencies and state & local governments, and utilize network to create regulation guides, blogs, and to post answers to people's questions online
5	Host live events, such as discussions with regulators or business leaders, online
13	Offer users networking capabilities to meet each other, government regulators, and BG team members, similar to Facebook of LinkedIn, for the purpose of exchanging ideas
14	Utilize with common content sharing & rating technologies, such as Digg and Del.icio.us
15	Increase outreach channels, such as face book, blogs, and external web sites, and usage of channels to reach greater numbers of small business customers in order to convey

No.	Opportunity
	targeted messages
36	Peer Social Networking
38	Additional Web 2.0 Features

8 Initiative #4: Usability Enhancement

Usability enhancement is not truly an initiative with a defined start and stop. It is part of BG's operational and management philosophy to always be maximizing the online user experience. It is an ongoing stream of work with continually new and changing activities. The initiative as defined in this document covers a specific subset of those activities.

8.1 Concept Summary

8.1.1 Background

The user experience at Business.gov needs to continue to evolve to adequately meet customer expectations and to better interface with the customer. It is important for the Business.gov web interface to be aware of context of the customer visit, intuitively present relevant and accurate information, and create a rewarding experience to maximize user value and to encourage repeat visits.

8.1.2 Solution Description

In order to be able to leverage the knowledge work products and feedback from a wide set of experts, the following key capabilities will need to be created

- Provide a mechanism that allows new content to be tagged and highlighted
- Add branding messages and descriptions to better communicate the mission and purpose of Business.gov (and how it is different from SBA.gov)
- Use the CMS or portal for aggregating content from different applications and content sources and providing a single consistent interface to the customer
- Create Spanish translations for selected content topics on Business.gov and publish on the website
- Provide information and direction on navigating the site, finding the relevant information and asking for assistance.
- Provide a searchable knowledge database to answer the most common questions on the site, usage, search tips, etc.

8.2 Benefits

8.2.1 Qualitative Benefits

1. Improves the customer's ability to find relevant information faster
2. Presents an attractive and compelling user experience to increase site viewership
3. Provides information in a format and language that is better comprehended by the target customers

8.2.2 Financial Benefits

1. Implementing the content management or portal technology reduces future labor costs for maintaining the application

8.3 Dependencies and Assumptions

8.3.1 Dependencies

1. Highlighting new and changed content on the Business.gov depends on the tagging and organizing capability in the content management system

8.3.2 Assumptions

1. External web sources that contain pertinent business compliance information have the capability to allow syndication of their content
2. Many opportunities for enhancing usability are being addressed in the December 2007 and March 2008 release, so these opportunities will be planned for releases after March 2008
3. Spanish translation for several section of the web site has been completed but not been published.

8.4 High Level Implementation Plan

This initiative is comprised of several work tracks that must be accomplished in order to fully implement the initiative and reach the target state. Business Gateway, together with OCIO, will need to undertake the following steps and plan for the following resources.

8.4.1 Work Tracks

Work Track: Redesign Site for Usability

Phase 1: Pre-planning

- Not required

Phase 2: Plan

- Create project charter and project plan
- Create a solution architecture

Phase 3: Define

- Define requirement for what type of information needs to be highlighted
- Define how the mission and scope of Business.gov can be communicated better to the customers
- Identify the content on the Business.gov site that needs to be translated

Phase 4: Implement

- Add messages on the front page (and on About Us or Help) to clarify the scope of Business.gov to the customers
- Continue to optimize search
- Translate and publish web content to Spanish

Work Track: Customer Service

The target state identifies three possible alternatives for Business Gateway's customer service including:

1. Continue using USA Services
2. Use SBA resources from the current Help Desk/Customer Service to provide customer service
3. Improve Business.gov's online help and use program resources to supplement online help when human interaction is required.

The program is not ready to make a determination at this time as to which alternative is preferred, so the pre-planning phase recognizes the need to conduct an alternatives analysis.

Phase 1: Pre-planning

- Define concept and obtain funding for planning activities
- Conduct project initiation activities
    1. Feasibility study
    2. Cost benefit analysis
    3. Alternative analysis and solution selection

Phase 2: Planning

- Create project charter and project plan
- Create a solution architecture that addresses –
    a. Creation and retrieval of information from knowledge databases
    b. Design of customer service aids such as real-time chat and email

Phase 3: Define

- Identify requirements for customer service on Business.gov

Phase 4: Implement

- Implement the solution

8.4.2 Key Resources

1. Project Sponsor: Senior business sponsors that have senior level management support to ensure full participation by all the program directors
2. Project Manager: Person able to apply business and implementation expertise to drive the project success and get commitment from all internal and external stakeholders
3. Subject Matter Experts: Person(s) with topical expertise on questions related to functionality, current systems, data sources and interfaces, functional requirements etc.
4. Business Process Analysts: Analysts who are familiar with the business and can help write the necessary requirement documents and aid in creating the functional specifications
5. User Interface Designers: Person(s) with expertise in user interface design
6. Translators: Person(s) with experience translating English language content to Spanish

8.5 Key Issues and Risks

Risks	Mitigation Strategies
By introducing Spanish pages it is possible that content updates on the English pages may not get reflected on the corresponding Spanish pages	• Use the capabilities within content management system to track changes and build the process to update Spanish pages when there are relevant updates

8.6 Cross Reference of the initiative with the opportunity list

No.	Opportunity
2	Develop customer service capabilities and conduct customer service operations internally.
6	Segment the viewership based on key criteria and categorize / author content specifically for these segments
28	Inform users when interested content changes or gets added
31	Provide users with a list of regulations that have recently changed or that are about to change
32	Clarify and communicate the difference between SBA.gov and Business.gov, in the eyes of internal stakeholders and customers
33	Make Business.gov available in other languages, such as Spanish

9 Potential Initiatives

Business Gateway has several critical decision points in the next 24 months which could influence which initiatives it will pursue and the form those initiatives will take. In addition, in the second quarter of FY2008, Business Gateway will be re-examining its mission. After 18-24 months of a consistent mission, the program will have had enough time to assess the performance and ability to fulfill that mission, and how well that mission is meeting its user's needs. Additionally, with a federal presidential election in November 2008, the program wants to be well positioned to explain its mission and its value to the incoming administration.

Business Gateway anticipates making decisions in the following areas:

1. Forms.gov Integration (pending OMB and GSA direction and approval):
    a. Forms.gov leaves Business Gateway to become part of GSA. Business.gov and Forms.gov are managed and operated separately.
    b. Operate Forms.gov and Business.gov using the same organizational resources while maintaining the two as separate, distinct applications.
    c. Integrate the content of Forms.gov into the content of Business.gov while maintaining two separate applications.
    d. Merge the two applications behind the presentation layer, but continue to maintain two separate websites.
2. Content Management System Migration
    a. Continue to use the Alfresco open-source solution, or
    b. Migrate to Oracle UCM, which is the current enterprise standard
3. Hosting
    a. Continue to be hosted internally at SBA
    b. Migrate to an external hosting provider

These decisions may result in initiatives, depending on the alternative selected. However, each will require a thorough alternatives analysis to ensure that all alternatives are considered, there is an understanding of the costs and risk, and that the benefits and value are clarified.

10 Initiative #5: Integrate Forms.Gov

10.1 Concept Summary

10.1.1 Background

Business Gateway is currently responsible for both Business.gov and Forms.Gov. It fulfills these responsibilities by operating Business.gov and by funding a separate Forms.gov team managed by the General Services Administration (GSA). The web sites are entirely separate, and the organizations that operate them are also separate and autonomous, though their funding source is unified and the organizations often times coordinate their actions and the look and feel of their web sites.

When Business Gateway graduates from its current E-Government initiative status, Business.gov is expected to be taken up by the SBA. Forms.Gov, however, may be subsumed by the GSA, the current location of its operational organization. On the other hand, Business Gateway could attempt to operationally take over the operation of Forms.gov. If the latter occurs, then Business Gateway has a few alternatives for how to best integrate the Forms.gov operation into its current operation. The Business Gateway Target State document defines four possible alternatives for Forms.gov. The eventual decision is not Business Gateway's alone; any action would require GSA and OMB involvement and approval.

1. Forms.gov leaves Business Gateway to become part of GSA. Business.gov and Forms.gov are managed and operated separately.
2. Operate Forms.gov and Business.gov using the same organizational resources while maintaining the two as separate, distinct applications.
3. Integrate the content of Forms.gov into the content of Business.gov while maintaining two separate applications.
4. Merge the two applications behind the presentation layer, but continue to maintain two separate websites.

If Business Gateway decides to pursue alternatives 3, or 4, then this initiative will be necessary.

10.1.2 Solution Description

The solution implemented will depend on which of the four alternatives outlined in the Target State document is selected. Thus, some pre-planning will be required to assess the situation and select an appropriate alternative. Assuming that the farthest-reaching alternative is elected, the solution would involve:

- Handling the operational tasks of running Forms.Gov within the Business Gateway team, including the following
    - Establishing a hook into ROCIS to be notified of form changes
    - Retaining relationships with agency form administrators to obtain forms and to verify changes
    - Updating forms and page content
- Presenting Forms.Gov content alongside Business.gov content, from a customer perspective
- Hosting Forms.Gov and Business.gov as a single application utilizing a common infrastructure and execution stack.

10.2 Benefits

10.2.1 Qualitative Benefits

1. An integrated Business.gov / Forms.Gov application can provide business customers with a better experience using the site. On the same page that they get information about what issues they need to consider, they also have access to the forms that could be applicable. This integrated customer experience could likely lead to:
    a. Increased customer satisfaction score
    b. Increased time savings score
2. Integrating the applications can create opportunities for cross-pollination between the sites, whereby a user of Foms.Gov might be more likely to use Business.gov as well, and vice-versa. This could lead to an increased visit score and agency click-through score.
3. As a single application, decision coordination becomes simplified and consolidation and re-use are maximized.

10.2.2 Financial Benefits

1. Business Gateway will save money though economies of scale, consolidation, and reuse that accrue as a result of utilizing a single application platform for both applications

10.3 Dependencies and Assumptions

10.3.1 Dependencies

None

10.3.2 Assumptions

OMB and GSA are willing to consider alternatives to the current arrangement.

The two sites are technically compatible, and could feasibly be consolidated into one application using the same support sub-systems.

10.4 High Level Implementation Plan

10.4.1 Work Tracks

Work Track: Forms.gov integration

Phase 1: Pre-planning

- Perform an assessment to determine which Target State alternative provides the greatest value

Phase 2: Planning

- Create the project plan
- Create the solution architecture for the final Forms.Gov alternative selected

Phase 3: Define

- Identify which resources will be shared and which will be separate
- Define the security requirements
- Define the content integration points and process implications

Phase 4: Implement

- Implement the Forms.Gov integration
- Implement the security and access control policies

10.4.2 Key Resources

1. Project Sponsor: Senior business sponsors that have senior level management support to ensure full participation by all the program directors
2. Project Manager: Person able to apply business and implementation expertise to drive the project success and get commitment from all internal and external stakeholders
3. Subject Matter Experts: Person(s) with topical expertise on questions related to functionality, current systems, data sources and interfaces, functional requirements etc.
4. Business Process Analysts: Analysts who are familiar with the business and can help write the necessary requirement documents and aid in creating the functional specifications
5. Development Resources: Person(s) able to implement the tools and support systems that will support turnkey partnerships.

10.5 Key Issues and Risks

Risks	Mitigation Strategies
The ultimate decision does not rest with Business Gateway or SBA, but is dependent on OMB and GSA.	• Conduct a thorough alternatives and analysis and work closely with OMB and GSA to clearly explain the costs and benefits of each alternative.
The Government-to-Citizen aspect of the Forms.gov mission does not fit within the general mission of Business.gov	• Steps must be taken during the Define phase to ensure that Citizen stakeholders are taken into account when defining integration points and process implications.
Business.gov metrics may become skewed, as Citizens may wander over to Business.gov content and submit survey feedback	• The feedback instrument might be modified to specifically determine if the user is purely a private citizen as opposed to a business representative • The presentation of the feedback instrument might be tweaked to minimize the chance of purely citizen stakeholders being asked questions
SBA may not have the political power that GSA does to promote cooperation and compliance from other federal agencies.	• Using ROCIS alleviates the need to interact directly with other agencies.

10.6 Cross Reference of the initiative with the opportunity list

No.	Opportunity
39	Increase the integration of Forms.Gov content into Business.gov to offer businesses direct access to forms of interest

11 Initiative #6: Migrate to Oracle UCM

11.1 Concept Summary

11.1.1 Background

Business Gateway has taken steps to improve its abilities to manage content on the web site. Investments have been made in the Alfresco content management system to allow content managers to update the web site without requiring technical resources or oversight. This step places Business Gateway in a better position for creating content and enables their movement towards becoming a destination site.

However, with the possibility of E-Gov graduation in the near future, Business Gateway will likely become a program within the SBA. The SBA is currently invested in Oracle UCM, an enterprise content management solution used by SBA.gov. The introduction of Business Gateway to the SBA will bring a second content management system into the enterprise. Business Gateway will have the opportunity to consider migrating to Oracle UCM. Pursuing this option will simplify SBA IT operations, and recurring costs for BG will also decrease, given that given that Oracle UCM licenses and support costs are handled by SBA IT Operations.

11.1.2 Solution Description

Migrating to Oracle UCM would involve several steps. At the highest level, it would involve implementing the current functionality present in Alfresco in Oracle UCM, migrating and converting all content, and training current content managers in how to use Oracle UCM to create new content. In addition, current support contracts and licensing contracts would either need to be terminated, and a new development partner familiar with Oracle UCM may need to be acquired.

The result would be the maintenance of a single content management within the SBA. Maintenance contracts (and potentially development contracts) could be consolidated. Business Gateway could use the greater capabilities present in Oracle UCM as a base for future feature enhancement.

11.2 Benefits

11.2.1 Qualitative Benefits

- The SBA already has an established relationship with Oracle and is invested in using Oracle UCM for SBA.gov. Migrating will eliminate extra systems and support contracts
- Oracle UCM has a stronger product offering with greater capabilities and a larger install base

11.2.2 Financial Benefits

1. The SBA already has sufficient licenses of Oracle UCM to support running Business.gov without added licensing costs. A full cost benefit analysis must be conducted, however, to measure financial impacts. The program would save on Alfresco licensing and support costs if it switches to Oracle UCM.

11.3 Dependencies and Assumptions

11.3.1 Dependencies

- Currently slated updates to the content management system are complete
- Dependent on OISS support for Oracle UCM

11.3.2 Assumptions

- Oracle UCM is capable of supporting all features and operations previously utilized in Alfresco
- Cost to develop new features in Oracle UCM is slightly higher than developing equivalent features in Alfresco
- All Alfresco costs can be eliminated after performing the migration

11.4 High Level Implementation Plan

11.4.1 Work Tracks

Work Track: Migrate to Oracle UCM

Phase 1: Pre-Planning

- Perform an assessment and financial analysis to determine which alternative will yield the greatest value to Business Gateway.
- If the assessment finds that there is no value to be gained by pursuing the migration, then this stage ends at this point.

Phase 2: Planning

- Create project charter and project plan.
- Create a solution architecture that addresses –
  a. The usage of Oracle UCM and any people, process, or technology implications arising from the migration
  b. The current required functionality of the implemented Alfresco solution
  c. Any necessary transformation of data as content gets migrated from one solution to the other
- Determine the parameters, timeline, milestones, and resources for performing the migration

Phase 3: Define

- Define the migration path for moving Business.gov from Alfresco to Oracle UCM, in alignment with the solution architecture created.
- Define the changes in processes necessary to operate Business.gov post-migration.
- Define the training suite to educate content managers.

Phase 4: Implement

- Perform the migration as planned.
- Train content managers on usage of migrated system.
- Retire the old systems and reclaim used capacity.

11.4.2 Key Resources

1. Project Sponsor: Senior business sponsors that have senior level management support to ensure full participation by all the program directors

2. Project Manager: Person able to apply business and implementation expertise to drive the project success and get commitment from all internal and external stakeholders
3. Subject Matter Experts: Person(s) with topical expertise on questions related to functionality, current systems, data sources and interfaces, functional requirements etc.
4. Business Process Analysts: Analysts who are familiar with the business and can help write the necessary requirement documents and aid in creating the functional specifications
5. Development Resources: Person(s) able to implement the features currently present in the Alfresco system using Oracle UCM.

11.5 Key Issues and Risks

Risks	Mitigation Strategies
Alfresco is not the SBA enterprise standard for content management	OISS and the SBA Chief Architect should review Alfresco and determine if the enterprise architecture and technical standards should be updated to include Alfresco.
Any major platform migration is risky, including loss or corruption of content, unforeseen technical conflicts or inconsistencies, and other intended consequences. In addition, OISS is resource constrained; support for migration could be limited.	Detailed planning should be done, in conjunction with OISS.
Shift away from Alfresco could reduce SBA's experience with open source solutions	OCIO should develop an open source strategy, incorporate it into the EA, and find the most valuable places to implement (biggest cost savings, greatest mission fulfillment).

11.6 Cross Reference of the initiative with the opportunity list

No.	Opportunity
Alternative 3	Content Management System

12 Initiative #7: Business Gateway Application Hosting

12.1 Concept Summary

12.1.1 Background

As an E-Government Initiative, the Business Gateway currently operates fairly independently of other government agencies, including SBA. However, Business Gateway is expected to eventually graduate out of its current E-government status; plans are for the SBA to take over Business Gateway within the five year time frame of this Segment Architecture. The potential for integration has allowed Business Gateway to utilize the SBA's datacenter, where Business.gov is currently hosted.

Although Business.gov has been able to operate out of this datacenter, a number of issues have arisen and will continue to arise, given the difference in IT operating principles between the SBA and Business Gateway. The SBA prefers to utilize commercially licensed software supported by the manufacturer or other reputable firm, focusing on low total cost of ownership, low maintenance, product stability, and security. Business Gateway prefers open source software, focusing on lower software costs, cutting-edge features, and flexibility to evolve and innovate. These differences in guiding principles creates a set of alternatives for Business Gateway: continue to remain hosted within the SBA and find ways to operate under SBA's IT operating principles, or leave the SBA datacenter and host itself externally

12.1.2 Solution Description

The solution implemented will depend on which of the alternatives outlined in the Target State document is selected. Pre-planning activities will analyze the alternative available to select the right alternative. If it is determined that external hosting is in the best interest of the program then this project will be undertaken.

The solution is to migrate all the software, content and data to be hosted in the infrastructure provided by an external hosting service provider. The applications will no longer be part of the SBA internal network and all maintenance to the applications will be made to on the servers hosted in the provider's infrastructure.

12.2 Benefits

12.2.1 Qualitative Benefits

1. Provides more independent control to the BG program to pilot new technologies.
2. If the decision is to go with vendor hosted collaboration services, then there may be advantages in having all the data (wikis, blogs, content, discussions) collectively available in one location for search (internal or external), analysis and aggregation.
3. By physically separating the hosting of BG from the other SBA applications, there may be a perceived security benefit – with BG being more public facing and having plans to add community and collaboration tools, it may make itself more of a security target; separating it from other SBA applications reduces their exposure to this perceived risk.
4. Provides Business Gateway the ability to deploy enhancements to the website in a more regular and timely manner.

12.2.2 Financial Benefits

1. Deployment times will be shorter and that could result in significant savings if there are many production releases

12.3 Dependencies and Assumptions

12.3.1 Dependencies

None

12.3.2 Assumptions

None

12.4 High Level Implementation Plan

12.4.1 Work Tracks

Work Track: Business Gateway Hosting Migration

Phase 1: Pre-planning

- Perform an assessment to determine which Target State alternative provides the greatest value

Phase 2: Planning

- Create the project plan
- Conduct an RFP to select the right hosting provider

Phase 3: Define

- Select the hardware configuration and define backup and data retention requirements
- Provide the software, configuration and licenses

Phase 4: Implement

- Configure the servers, networks , search appliance
- Deploy the software and the Business Gateway applications

12.4.2 Key Resources

1. Project Sponsor: Senior business sponsors that have senior level management support to ensure full participation by all the program directors
2. Project Manager: Person able to apply business and implementation expertise to drive the project success and get commitment from all internal and external stakeholders
3. Operations Resources: Person(s) able to configure, deploy and operate hardware system and software applications the tools and support systems that will support turnkey partnerships.

12.5 Key Issues and Risks

Risks	Mitigation Strategies
The funding for Business Gateway may decrease within the next 2-3 years and an externally hosted solution may not be the most cost-effective solution at that time	• The decision to migrate to an external service provider will consider the budget realities
It is harder to enforce security policies and C&A procedures	• Ability to perform security assessment will be an important factor for selecting the

Risks	Mitigation Strategies
	hosting provider

12.6 Cross Reference of the initiative with the opportunity list

No.	Opportunity

13 Strategic Alignment

13.1 Alignment to Business Gateway Goals & Objectives

Strategic alignment of the roadmap and its initiatives with Business Gateway goals and objectives, as well as with the SBA agency-wide IT Strategic Plan are critical to its success. The tables below map each initiative from the Roadmap to the Business Gateway goals, objectives, and performance measures, and then map the initiatives to the SBA IT Strategic Plan initiatives and to any relevant cross agency initiatives.

Each planned initiative is in direct support of one or more of Business Gateway's strategic objectives and should have a demonstrable impact on the identified performance metrics.

TABLE 4: STRATEGIC ALIGNMENT OF INITIATIVES

Initiative	Goal	Objective(s)	Performance Metric(s)
Federated Content Management	1. Offer information that helps reduce regulatory burden and assist with conducting business	1.1. Offer the types content and features that customers are looking for and expect	1.1.1. Score on "meet your expectations" survey question during time period
		1.2. Find ways to harvest existing business and regulatory content for easy consumption by users	1.2.1. Number of content pages added to Business.gov that harvest external content
		1.3. Find ways to organize and provide content to specifically reduce time needed to comply with regulatory burden	1.3.1. Response from "hours do you think you saved" survey question during time period
		1.4. Form partnerships with agencies and organizations to produce greater content volume	1.4.1. Number of organizations forming relationships with Business Gateway
			1.4.2. Percent of organizations providing content
			1.4.3. Number of pages provided by organizations
	3. Increase penetration into the small business sector by promoting greater levels of utilization by a greater number of customers	3.4. Develop and utilize marketing and outreach channels to get the message out.	3.4.1. Pages of content utilized outside Business.gov during time period
			3.4.2. Number of times services utilized outside of Business.gov during time period
		3.5. Increase the satisfaction of customers that visit Business.gov	3.5.1. ACSI Customer Satisfaction Score
Content Capability Enhancements	1. Offer information that helps reduce regulatory burden and assist with conducting business	1.1. Offer the types content and features that customers are looking for and expect	1.1.1. Score on "meet your expectations" survey question during time period
		1.3. Find ways to organize and provide content to specifically reduce time needed to comply with regulatory burden	1.3.1. Response from "hours do you think you saved" survey question during time period
	3. Increase penetration into the small business sector by promoting greater levels of utilization by a greater	3.1. Increase awareness of service among potential small businesses	3.1.1. Number of visits to Business.gov during time period
		3.3. Increase the level of usage of individual businesses	3.3.1. Number of hits per session during time period

	number of customers		3.3.2. Amount of time spent on Web Site
		3.5. Increase the satisfaction of customers that visit Business.gov	3.5.1. ACSI Customer Satisfaction Score
Social Collaboration	1. Offer information that helps reduce regulatory burden and assist with conducting business	1.1. Offer the types content and features that customers are looking for and expect	1.1.1. Score on "meet your expectations" survey question during time period
		1.3. Find ways to organize and provide content to specifically reduce time needed to comply with regulatory burden	1.3.1. Response from "hours do you think you saved" survey question during time period
	2. Promote Collaboration between Government and business to facilitate regulatory compliance	2.2. Create and maintain a strong network of businesses, government regulators, and trade association members to collaborate on regulatory compliance	2.2.1. Number of members in the compliance network that participated by adding content or answering questions
			2.2.2. Number of collaborative postings created during time period
	3. Increase penetration into the small business sector by promoting greater levels of utilization by a greater number of customers	3.1. Increase awareness of service among potential small businesses	3.1.1. Number of visits to Business.gov during time period
		3.3. Increase the level of usage of individual businesses	3.3.1. Number of hits per session during time period
			3.3.2. Amount of time spent on Web Site
		3.5. Increase the satisfaction of customers that visit Business.gov	3.5.1. ACSI Customer Satisfaction Score
Usability Enhancement	1. Offer information that helps reduce regulatory burden and assist with conducting business	1.1. Offer the types content and features that customers are looking for and expect	1.1.1. Score on "meet your expectations" survey question during time period
		1.3. Find ways to organize and provide content to specifically reduce time needed to comply with regulatory burden	1.3.1. Response from "hours do you think you saved" survey question during time period
	2. Promote Collaboration between Government and business to facilitate regulatory compliance	2.1. Become a face of Government by assisting other agencies in reaching small business customers for regulatory information dissemination	2.1.1. % of referrals to other agencies
			2.1.2. Number of agencies that had any referrals
	Increase penetration into the small business sector by promoting greater levels of utilization by a greater number of customers	3.3. Increase the level of usage of individual businesses	3.3.1. Number of hits per session during time period
			3.3.2. Amount of time spent on Web Site
		3.5. Increase the satisfaction of customers that visit Business.gov	3.5.1. ACSI Customer Satisfaction Score
Integrate Forms.Gov	1. Offer information that helps reduce regulatory burden and assist with conducting business	1.1. Offer the types content and features that customers are looking for and expect	1.1.1. Score on "meet your expectations" survey question during time period
		1.3. Find ways to organize and provide content to specifically reduce time needed to comply with regulatory burden	1.3.1. Response from "hours do you think you saved" survey question during time period
	2. Promote Collaboration between Government and business to facilitate regulatory compliance	2.1. Become a face of Government by assisting other agencies in reaching small business customers for regulatory information dissemination	2.1.1. % of referrals to other agencies

	3. Increase penetration into the small business sector by promoting greater levels of utilization by a greater number of customers	3.5. Increase the satisfaction of customers that visit Business.gov	3.5.1. ACSI Customer Satisfaction Score
Migrate to Oracle UCM	---	---	---
Business Gateway Application Hosting	---	---	---

13.2 Alignment with SBA EA Transition Plan

The following table summarizes the alignment of the identified Business Gateway Segment Architecture Initiatives with the ones identified in the SBA EA Transition Plan.

TABLE 5: INITIATIVES MAPPED TO EA TRANSITION PLAN

No.	Initiative	Initiatives in the SBA 2007 Transition Plan	Description

No.	Initiative	Initiatives in the SBA 2007 Transition Plan	Description
1	Business Gateway: December 2007 Release	Initiative #2: CRM - Increase SBA availability to small businesses	• The SBA trainings delivered by the SBA's Office of Entrepreneurial Development will be accessible from Business.gov
2	BG Initiative #1: Federal Content Management	Initiative #4: PRM – Expand private and public sector partnerships	• Business.gov provides business compliance information from partner federal agencies and state and local government agencies
		Initiative # 13 PRM - Modify systems to seamlessly integrate transactional information with private and public sector partners	• Business Gateway also will continue public and private sector partnership to enable collaborative development of content on the Business.gov site. This integration of public and private sector partners in the SBA business processes will streamline the business process, save costs and improve mission performance
3	BG Initiative #2: Content Capability Enhancements	Initiative # 12: CRM - Link SBA customers to government through electronic transactions and communications	• The SBA has simplified the interaction between small businesses and the Federal government through the use of the Internet and information technology with such projects as the e-Government initiative Business Gateway a "one-stop" interagency, intergovernmental Web portal for all government-to-business (G2B) transactions
4	BG Initiative #2: Social Collaboration	Initiative # 16: CRM - Link small businesses to the SBA knowledge sources that helps them succeed	• Social collaboration will foster a more effective knowledge transfer and information sharing between SBA, federal agencies and business communities

13.3 Alignment with Cross-Agency Federal Transition Framework (FTF)

Currently the initiatives identified do not correspond to any of the initiatives identified in the cross-agency FTF catalog.

14 Risk Management

No business transition strategy or major IT implementation is without risk. In addition to the specific risks described in each initiative description above, there are several general risks that cross the entire roadmap. The executive management of Business Gateway, together with OCIO executives, should continue to focus on addressing program risks to ensure successful program delivery and performance improvement. The table below summarizes some of the risks evident at this point, together with strategies for mitigating those risks. New and different risks will appear, and must be tracked and resolved, as Business Gateway moves through the roadmap towards the target state.

TABLE 6: RISKS AND MITIGATIONS

Risks	Mitigation
Budget and Resources	
▪ Margin of error in high-level estimates due to complexity and duration of initiatives ▪ Business Gateway is predicting a decline in budget, and therefore a decline in available contractor resources which could inhibit progress. ▪ If the ability to sustain contractor resources is diminished, Business Gateway will have to rely on SBA OCIO resources, who are currently already working to maximum capacity and are not trained on Business Gateway technologies.	▪ Utilization of proper mix of internal & external resources with appropriate skill sets ▪ Include project contingencies, where appropriate ▪ Establish efficient and repeatable operations now that can be sustained even with a reduction in contractor support ▪ Work closely with OCIO and OISS to clarify support requirements. ▪ Make decisions with the future resource constraints in mind.
Compliance/Policy	
▪ Federal policies in the areas where Business Gateway wishes to evolve and grow have not kept up with technological advancements. While Business Gateway may have the technology and expertise to deploy new functionality, policy limits may prevent it.	▪ Stay involved with OMB and the Federal CIO Council as they determine best practices and policy for new areas, particularly Web 2.0. ▪ Work closely with the Office of General Counsel within SBA to understand the policies that SBA has in place already.
Communication	
▪ External project dependencies could delay the completion of initiatives	▪ Ensure collaboration and proactive communication with external and internal constituents. Solicit feedback throughout requirements definition and testing phases ▪ Track and communicate cross-project dependencies ▪ Create communication plan identifying recipients, frequency and message formats

Risks	Mitigation
Business Ownership	
▪ Business Gateway is caught between being an independent eGov initiative and fully owned by SBA. ▪ Business Gateway remains dependent on contributions from multiple agencies, which can be an uncertain, time consuming, and political process.	▪ Continue to focus on maturing as a program, making investments and decisions in line with achieving steady-state operation

15 Next Steps

There is a significant amount of work for Business Gateway and OCIO to accomplish before reaching the desired target state. Several immediate next steps span all the initiatives and will help get the transition underway.

1. Confirm program organizational structure and mobilize resources
    a. Establish the mix of internal and external resources for planning phases
    b. Develop Program Management Plans for each initiative
2. Confirm scope and sequencing of initiatives
    a. Confirm initiative priority and sequencing
    b. Evaluate in-flight and/or planned projects from 2008 and 2009 budgets. Identify any change orders or contracting needs
    c. Develop detailed project charters, scope, budget and plans for 2008 and 2009 initiatives
3. Further Strategic Planning and Alternatives Analyses
    a. Business Gateway has ongoing strategic planning activities through the first half of FY2008. Part of that planning should include alternatives analysis and solution selection and definition for several key decisions.
    b. Integrate the segment architecture into future strategic planning and Business Gateway's capital planning processes.
4. Define plan for architecture alignment and financial metrics management
    a. Develop processes for working with OCIO and TRB to ensure solution architecture is compliant with the enterprise architecture as necessary and exceptions noted and explained
    b. Develop/reinforce processes for tracking benefit, cost and portfolio spend for reporting (BTIC, OMB)

16 Appendix A: Mapping of Business Opportunities to Initiatives

TABLE 7: OPPORTUNITIES TO INITIATIVES

#	Opportunity	Initiative
1	Maintain a fresh and pertinent set of government contacts for business access	Content Capability Enhancements
2	Develop customer service capabilities and conduct customer service operations internally.	Already Implemented
3	Provide a facility for compliance experts to get a sense of the top questions that businesses are asking and to create online responses, similar to About.com	Deprioritized
4	Create a network of compliance experts across agencies and state & local governments, and utilize network to create regulation guides, blogs, and to post answers to people's questions online	Federated Content Management
5	Host live events, such as discussions with regulators or business leaders, online	Social Collaboration
6	Segment the viewership based on key criteria and categorize / author content specifically for these segments	Content Capability Enhancements
7	Host, and catalog external sources of, online training related to business and compliance	Content Capability Enhancements
8	Offer large, monolithic content pieces both in its singular form and also as smaller, bite-sized pieces tagged by subject	Deprioritized
9	Provide content guides relating to specific regulatory issues that are on the top of mind of BG small business customers	Content Capability Enhancements
10	Expand into new areas of general business content, such as entrepreneurship, eBusiness, or other content areas that emerge	Content Capability Enhancements
11	Assess content gaps in content on agency web sites in the area of business compliance and general business, and fill these gaps with Business.gov content	Content Capability Enhancements
12	Push content desired by users directly to them using various platforms, such as RSS, email, Google widgets, and Facebook apps	Deprioritized
13	Offer users networking capabilities to meet each other, government regulators, and BG team members, similar to Facebook of LinkedIn, for the purpose of exchanging ideas	Social Collaboration
14	Utilize with common content sharing & rating technologies, such as Digg and Del.icio.us	Social Collaboration
15	Increase outreach channels, such as face book, blogs, and external web sites, and usage of channels to reach greater numbers of small business customers in order to convey targeted messages	Social Collaboration

16	Offer up access to Business.gov content through content and search partnerships, such as USASearch.gov	Federated Content Management
17	Become a generalized marketing channel / conduit for stakeholder agencies in publicizing their messages to customers	Deprioritized
18	Provide federal agencies with analytics reports detailing customer needs and trends, especially within the domain of the agency's content	Deprioritized
19	Increase the coordination and collaboration with other offices within the SBA, such as OED, OCPL, etc	Federated Content Management
20	Promote collaboration and coordination with cross-agency stakeholders even as BG gets subsumed by the SBA	Federated Content Management
21	Implement a funding model that promotes a greater level of fairness across contributing government agencies	Deprioritized
22	Implement a transaction platform and simple form building tools to allow agencies to create data collection services	Deprioritized
23	Define a repeatable process for promoting data harmonization within the Federal Government	Deprioritized
24	Implement "turnkey partnerships" making it easy for Business.gov to partner with trade associations in creating and maintaining content	Federated Content Management
25	Tell users precisely what they need to do in order to be in compliance with regulations that apply to their lines of business	Deprioritized
26	Personalize content for the user, based on their preferences, segmentation, or lines of business	Deprioritized
27	Collect customer profile information in order to construct a personalized compliance calendar that sends out alerts as deadlines arrive	Deprioritized
28	Inform users when interested content changes or gets added	Already Implemented
29	Inform users precisely what regulations apply to their specific lines of business, perhaps by asking questions or using NAICS code	Deprioritized
30	Improve search results by making first results more relevant and reducing the overall results returned	Already Implemented
31	Provide users with a list of regulations that have recently changed or that are about to change	Content Capability Enhancements
32	Clarify and communicate the difference between SBA.gov and Business.gov, in the eyes of internal stakeholders and customers	Usability Enhancement
33	Make Business.gov available in other languages, such as Spanish	Usability Enhancement
34	Customized State & Local Search	Usability Enhancement

35	Map Mash-Ups	Already implemented
36	Peer Social Networking	Social Collaboration
37	Simple Language Context	Content Capability Enhancements
38	Additional Web 2.0 Features	Social Collaboration
39	Increase the integration of Forms.Gov content into Business.gov to offer businesses direct access to forms of interest	Forms.Gov Integration

17 Appendix B: List of Documents Reviewed

1. SBA Strategic Plan FY 2008-2013
2. SBA IT Strategic Plan 2007-2011
3. Enterprise Architecture Blueprint v2.04
4. SBA EA Migration and Sequencing Plan v1.03
5. FEA Practice Guidance, November 2007
6. FEA Consolidated Reference Model Document Version 2.3
7. FEA Data Reference Model 2.0
8. Business Gateway Content Strategy 2008
9. Content Management Issue Summary
10. Business Gateway Technical Architecture
11. FY2009 Business Gateway Budget Request (OMB Exhibit 300)
12. BTIAC Presentation, August 2007
13. Business.gov Focus Group Results, August 2007
14. Advisory Board briefings
15. Governance Board briefings

18 Appendix C: Acronyms

TABLE 8: LIST OF ACRONYMS

Acronyms	Expansion
ACSI	American Customer Satisfaction Index
BG	Business Gateway
BRM	Business Reference Model
BTIC	Business Technology Investment Advisory Council
DRM	Data Reference Model
EA	Enterprise Architecture
EPA	Environment Protection Agency
FEA	Federal Enterprise Architecture
FTF	Federal Transition Framework
LTO	Long Term Objective
OCIO	Office of the Chief Information Officer
OISS	Office of Information Systems Support
OMB	Office of Management and Budget
PMO	Program Management Office
RDF	Resource Description Framework
RSS	Really Simple Syndication (also formerly RDF Site Summary)
SaaS	Software as a Service
SBA	Small Business Administration
SBPRA	Small Business Paperwork Reduction Act
SRM	Service Component Reference Model
TRB	Technology Review Board
TRM	Technical Reference Model